

# Recruitment Pack

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Director of Audiences



# Hello

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**Thank you for your interest  
in applying for the role of  
Director of Audiences.**

It is our people who have made the Royal Academy of Arts what it is today — a living academy for artists, art-making and art lovers. Since 1768 the RA has been alive with artists, academicians, educators, students and visitors alike.

Today we are also meticulous technicians, imaginative storytellers, considerate caretakers and welcoming hosts.

Whether we are back of house or on the front desk, we are committed to the same belief; we are all here to share the enjoyment, and importance, of art.

**We are excited you want  
to join our team.**

# Job overview

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## Department

Audiences

## Reports to

Secretary & Chief Executive

## Contract Type

Permanent

## Reporting Areas

Campaigns & Audiences

Friends Membership

Pricing & Gift Aid

Loyalty & Customer Relationship

Content & Channels (including Magazine

Press & Relations

Design & Environment

## Purpose of Role

The Director of Audiences is a newly created leadership role, tasked with driving the retention, growth, and diversification of the Royal Academy's (RA) audiences. The postholder will be tasked with realizing an organisation-wide audience development strategy working closely with the exhibition team to achieve significant attendance growth and broadening the RA's audience base over the next five years. A data-driven sales and performance-marketing approach will be key to realizing the full potential of the RA's offering

The Director of Audiences will have strategic oversight of ticket sales, Friends Membership growth, product and pricing, and all brand positioning, marketing

campaigns, and communications. The incumbent will also work in partnership with the Commercial Director to support income generation and fundraising initiatives which underpin our ambitious growth targets. As a member of the Senior Leadership Team, the Director will lead a team of 25 staff including experienced Heads of Department and foster a collaborative culture across the organisation

The role is responsible for delivering revenues of £16m today and growing this in line with audience attendance over next 5 years

## Key Collaborations

This appointment coincides with the recruitment of a new Artistic Director and Commercial Director. Success will depend on fostering a highly collaborative culture across these leadership roles, ensuring alignment with the RA's strategic vision and financial goals. The Director of Audiences will also serve as the primary liaison with governance bodies supporting our Audience Development activities, including the RA Council, RA Trust, Friends Board, and related sub-committees.

## Key Responsibilities

### Strategic Leadership in Audience Development

Develop and implement a dynamic

audience development strategy to increase visitor numbers, diversify audiences, and deepen engagement across exhibitions, events, and digital platforms

Lead initiatives to grow the Friends Membership base, focusing on retention, acquisition, CRM, and value proposition

Drive digital transformation to maximise audience engagement and the RA's digital impact

Act as brand guardian, ensuring all public-facing activities reflect the RA's values and uphold high standards of quality and consistency

### Data & Insight-Led Performance Marketing

Use feedback from visitors to continually refine programming and communications, ensuring that the RA remains responsive to its audience and demonstrates value to supporters

Use audience insights, analytics, and CRM to inform strategies that boost attendance, loyalty, and revenue

Leverage digital platforms-such as email, social media, and e-commerce-to engage audiences, promote fundraising initiatives, and drive online giving

Champion data-driven decision-making across the organisation, including accurate visitor forecasting

Maximise ticketing yield through innovative sales tactics, dynamic pricing, and effective promotions

Analyse audience data to identify trends, segment supporters, and tailor fundraising appeals for maximum impact. Capture and utilise visitor satisfaction and demographic data to help target fundraising efforts more effectively

### Brand-Led Marketing & Communications

Establish the brand positioning and strategy in alignment with the organisation's audience development plan

Oversee marketing, communications, and digital engagement to promote the RA's mission, programming and brand, expanding reach from existing to new audiences

Collaborate with Front-of-House teams to deliver an outstanding, inclusive visitor journey both onsite and online

Partner with programming teams to develop engagement initiatives that resonate with target audience segments

Ensure brand consistency and editorial strength and coherence across all audience-facing communications and channels – from the RA magazine to the RA website & social channels

Present the RA's vision and fundraising goals clearly and persuasively to varied audiences

# Job overview continued

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Build strong internal alignment around the RA's mission and purpose and engage with media, donors, and the wider public to build awareness and support for associated fundraising priorities

**Collaborative Leadership & Team Management**

Collaborate with senior leadership to align audience strategy with artistic programming and institutional objectives

Manage budgets and set targets for audience growth, engagement, and revenue, ensuring efficient resource allocation

Lead and inspire multidisciplinary teams in audience development, marketing, communications, and membership

Foster a collaborative, high-performance, and inclusive culture

Promote diversity, equity, and inclusion in audience development and team leadership

Ensure compliance with GDPR and data protection regulations

Identify and track performance against key indicators

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**Person Specification**

Demonstrable track record developing and implementing successful marketing, communications, and engagement strategies that have increased reputation, revenues, and reach for a complex visitor attraction or similar organisation

In-depth understanding of balancing commercial, audience, and creative or artistic needs, ideally in both for-profit and not-for-profit environments

A track-record for driving sales/ commercial growth in a membership/ subscription-based business

Data-driven marketer with strong creative instincts and a track record of delivering ambitious organisational targets

Significant experience leading audience development, marketing, or communications for a globally recognised brand in the creative, media, or events sectors

Demonstrated ability to engage and grow large, diverse audiences

Committed to equality, diversity, and inclusion, both in audience development and internal team leadership

Excellent written and verbal communication and presentation skills, with the ability to inspire and influence senior managers, Boards, artists, sponsors, and diverse audiences

Collaborative, supportive leadership style, able to motivate, inspire and effect real change

# How to apply

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**To apply for this role, please follow the link below and submit your CV and Application form via the RA careers portal.**

<https://royalacademyarts.current-vacancies.com/Careers/RA-vacancy-search-page-3191>

We are committed to being a truly inclusive place and welcome applicants from all backgrounds, regardless of age, disability, race, religion or belief, sex, sexual orientation, gender, gender identity or expression, marital and civil partnership, or pregnancy.

# Need support?

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**Here are some of the things we can do to help:**

— If you would like us to talk you through the role or anything in this pack to make it clearer for you, please contact us and we can arrange to do that with you (and please do the same if you have any questions)

— If you are selected for interview, we can arrange to do the first-round interview online should you be unable to make it on site. (We usually do second round interviews in person for all candidates so that they can get a feel for the journey, the building, and the workplace)

— We can send interview questions in advance so that you have the opportunity to prepare

— We can schedule interviews for quiet times at the academy so that you don't have to navigate a busy building

**On site at the RA**

— We have two entrances - Burlington House (via the courtyard on Piccadilly) and also one the other side of the building on Burlington Gardens. You can enter via either of them (we may let you know the easiest but either are fine)

— All areas are accessible via lift

— We have quiet areas where you can sit and prepare for your interview

— There are two cafés and plenty of toilet facilities

— We have a welcome team who are happy to answer questions and give you directions if needed

**If there is anything else that would be helpful for you, please do ask**

# Contact us

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Should you have any questions about the role or wish to discuss your candidacy further, please contact us at

[recruitment@royalacademy.org.uk](mailto:recruitment@royalacademy.org.uk)

**Royal  
Academy  
of Arts**